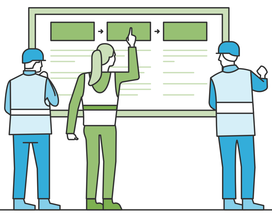
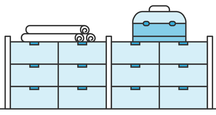
What matters most in employee engagement and performance?

Managers.

When it comes to employees' engagement and performance, managers make all the difference.



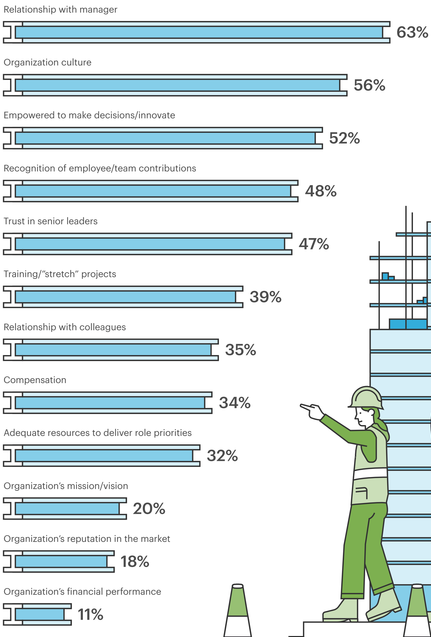


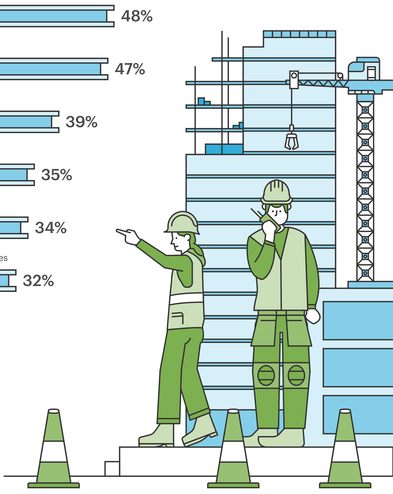
Employee engagement

Employees' relationship with their manager has a greater impact on engagement than anything else.[1]

THE FACTORS THAT AFFECT ENGAGEMENT

Percent of business leaders who say the following have a significant impact on engagement:

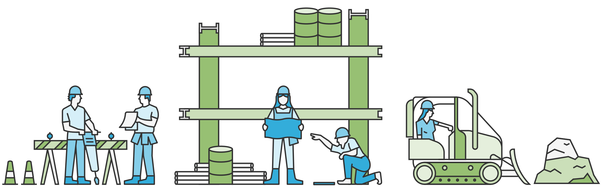




Employee performance

Capable managers play a key role in employees' performance.[2]

HIGH MANAGER CAPABILITY INCREASES THE LIKELIHOOD OF HIGH INDIVIDUAL PERFORMANCE BY 12%



WHAT DO GOOD MANAGERS DO?

COACHING

—

Managers help employees learn from mistakes.

—

Employees have ongoing conversations with managers, mentors, and coaches.

CANDOR

—

Managers are open to new information.

—

Managers effectively navigate difficult conversations.

CLEARING BARRIERS

—

Managers remove barriers to getting work done.

—

Managers enable individual autonomy.

How do managers do it?

THEY MEET MORE OFTEN WITH THEIR EMPLOYEES

—

Engaged managers meet more frequently with their employees compared with disengaged managers.

THEY HELP EMPLOYEES SOLVE PROBLEMS

—

The No. 1 quality people want in a manager is problem-solving.[3]

AND OVERALL, THEY TAKE ACTION

—

When team members believe their manager will take action based on their feedback, they tend to be significantly more engaged.

SEE HOW MANAGERS HELP BUILD A STRONG ORGANIZATION.

Sources:
1. "How Combining Employee Engagement and Performance Management Fuels Organizational Success," Harvard Business Review-Analytic Services
2. "The Makings of Modern Performance Management," RedThread
3. LinkedIn Learning survey conducted online for LinkedIn by Censuswide in July 2019, amongst more than 2,000 working professionals, ages 18-74, across the US.